

OUR FUTURE *Together*
STRATEGIC PLAN
2023-2028

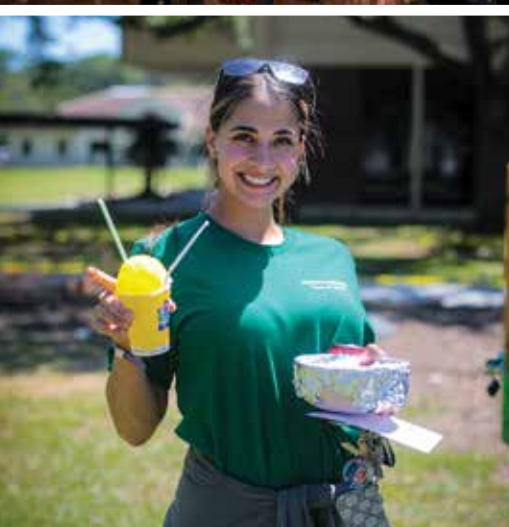


Delgado
COMMUNITY COLLEGE



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OUR MISSION

Delgado Community College is an open-admissions community college providing high-quality education through innovation and excellence in teaching and learning. The College offers a variety of academic and workforce programs through the associate degree and is committed to nurturing and sustaining a culture to support student success.

OUR VISION

Delgado Community College will be nationally recognized as an exemplary, world-class institution of higher education. Delgado aspires to cultivate lifelong learners; become the academic and workforce catalyst that empowers the communities it serves; and develop transformative partnerships that foster growth, knowledge, and sustainability.

OUR VALUES

We, at Delgado Community College, value:

- The worth of each individual
- Lifelong learning and the pursuit of knowledge
- Excellence in teaching in an accessible learning-centered environment
- Meeting the needs of a changing workforce
- Public trust, and personal and professional integrity and accountability
- Our responsibility to community, state, nation, and world





CHANCELLOR'S MESSAGE



Welcome to the second century of Delgado Community College. I am proud to be a part of this historic educational institution. We are built upon a solid foundation, and we are strong and agile and ready for the next 100 years.

As an institution, we spend quality time, every five years, on self-reflection and analysis. In doing so, we look at our past goals—those we’ve accomplished and those we have not. We include recent technological advancements and social changes in our calculations. We examine the state of education in our community and in the world. And, in the end, we set our sights on new goals for ourselves.

Then, we start all over again.

This is the process of creating a strategic plan. Strategic planning is an exercise. And, as with every exercise we do, the more you put into it, the more you get out of it. In fact, some would say that success is not finishing an exercise but doing it. That is when you realize that every step you take is success. Your goal becomes taking the next step with intention and with purpose. That is where we find ourselves at Delgado Community College—in a state of constant change.

The theme of this five-year Strategic Plan is “Our Future, Together.” Our future is a moving target. I will continue to lead this institution toward it with intention and purpose.

Our goal—our next step and our North Star—is to provide the finest quality education. This plan is our commitment to this charge.



As we move forward with our 2023-2028 plan, we will stay true to our Mission, Vision, and Values. I invite you to join us as we create opportunities for a new generation of students and plan our future, together.

A handwritten signature in black ink, reading "Larissa Littleton-Steib". The signature is fluid and cursive, with a large loop at the end.

Larissa Littleton-Steib, Ph.D.

Chancellor, Delgado Community College

OUR CENTENNIAL YEAR

The 2023-2028 Strategic Plan is built on a rich history—100 years of success in higher education. We have grown from a manual trade school to a fully-accredited community college with multiple locations in Greater New Orleans. We are a center for professional and advanced technology career education, academic pre-baccalaureate education, and traditional occupational training.



It should not go without saying that Delgado has served its community and will continue to provide excellence in education to all.



With that in mind, we celebrated our Centennial year in 2022 with successful capital campaigns. The Delgado Foundation orchestrated the “Roast of the Town” event, featuring a local celebrity roast, the “Building Futures” luncheon, and the 100th Anniversary Gala Celebration. The evening celebrated Delgado’s legacy while looking forward to its bright future.

Our Foundation Board promotes the College in business and industry and solicits donations that fund student scholarships and other educational opportunities. We are grateful for their leadership and guidance in the fulfillment of our new Strategic Plan.



SELF-ANALYSIS

We began our self-analysis in 2020, with the restrictions of COVID-19 still in effect. We re-assessed our progress toward our prior Strategic Plan, entitled “Creating a Culture of Transformation,” and we gave ourselves a passing grade.



Delgado remained resilient and focused throughout major hurricanes and a global pandemic. We transformed the way we worked radically and quickly.

By all accounts, our faculty and staff kept Delgado moving forward in the spirit of the prior plan.

DIGGING DEEPER

We began to look critically at all aspects of the Delgado experience. The offices of Academic and Student Affairs, Human Resources, Business and Administrative Affairs, Information Technology, and Workforce Development and Continuing Education conducted environmental scans—collecting essential information related to direct and indirect competition for the College in enrollment trends, job markets, and admission standards.

Our research found new, dramatic wage increases for low-skill, no-barrier job opportunities.

Academic divisions and administrative units conducted SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses with their staff and faculty. Foundation Board members, alumni, program advisory boards, regional industry contacts, and governmental officials completed external stakeholder surveys. Faculty, staff, and students provided internal stakeholder feedback.

The internal stakeholder surveys were positive overall with some indications concerning communication, health, and well-being. For the most part our external stakeholders indicated a need for trained employees with polished interpersonal skills.

We gathered data on the driving forces and trends in education. Most of these trends were COVID-related. Our team analyzed the data with an eye toward current and future impacts on the College.

Online learning trends accelerated since the COVID-19 lockdowns. The College was successful in meeting the needs of online instruction, but the transition to online course delivery altered student expectations and performance. Students have come to expect that most courses will be available online, while internal analysis suggests that student performance in online courses sometimes suffers due to lack of engagement. Fewer students coming to campus diminishes the sense of community at the College.

Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act enabled the College to provide students, staff, and faculty with laptops, internet hotspots, and tablets, significantly improving connectivity for completing coursework. This funding also provided the means to upgrade learning management systems, learning applications integrations, college-wide continuing education accounts, and online tutoring. We added electronic signature software and many other tools for internal process efficiencies.

The College expanded the professional development office position to address shifting trends in instruction and student needs. Faculty and staff were able to pivot and provide wraparound services to keep enrollment and retention steady through the pandemic. These advancements were vital in the moment but had a significant effect on the future of the brick-and-mortar college experience.

How do we navigate this situation? How do we create a sense of community in this new environment of remote work and distance learning? These thoughts were in the minds of the strategic planning teams as we crafted this new plan.



KEY RESEARCH CONCLUSIONS: VICTORIES AND CHALLENGES

Our research team identified several areas of strength and weakness in the College's communications, operations, and services. As with most things that are worthwhile, every victory comes with renewed challenges. We are committed to ongoing strategic improvement.

	VICTORIES	CHALLENGES
BRAND	Delgado's brand is strong in the greater New Orleans area because it is a well-respected critical driver in the community, centered on education and workforce development.	<p>Despite our excellent reputation, Delgado is not always a student's first choice for higher education. The community is not fully aware of the available programs or the potential earning power of a Delgado credential.</p> <p>Delgado experiences challenges with student onboarding. New students often report difficulty in finding information, engaging, and connecting.</p>
FACULTY AND STAFF SUPPORT	<p>The faculty and staff remain dedicated to the mission of the College and are proud of the organization, their colleagues, and the students.</p> <p>Faculty and staff salaries have been increased to approach the median of peer institutions in the region.</p>	<p>Research revealed indications of faculty and staff discontent.</p> <p>Faculty and staff surveys expressed "initiative fatigue."</p> <p>The College must be intentional in providing incentives and recognition for "above and beyond" employee performance.</p>
STUDENT SUPPORT	<p>We continue to employ innovative practices in admissions, orientation, and onboarding.</p> <p>Financial Aid audit processes and granting of awards have been streamlined to eliminate barriers and operational inefficiencies.</p>	<p>Communication and collaboration between student support services and academic support workflows must improve to meet student needs.</p> <p>Progress is slow in improving student retention and completion.</p>
TECHNOLOGY	Delgado has a long history of offering online courses in many programs of study. Most programs use continuous improvement methods such as ADA compliance and staying current with best practices/professional development in online self-paced and live instructor-led course delivery.	<p>Even though we have made significant strides, we must continue to improve online courses with engaging content.</p> <p>Student feedback surveys indicated a need for improved access to technology and connectivity.</p> <p>The technology infrastructure of the College is outmoded and requires extensive updating.</p>

DELGADO DIRECTIVES

The Strategic Planning Team gathered in numerous meetings to identify the most important areas for strategic focus. Key conclusions led us to formulation of the four planning directives that overlay everything we do at Delgado Community College.

We have adopted these four Delgado Directives.

DIRECTIVE 1: BE YOURSELF

Support the strength derived from the unique backgrounds of all members of our College.

DIRECTIVE 2: BE SMART

Place student achievement at the forefront of all College initiatives.

DIRECTIVE 3: BE SUCCESSFUL

Continue to meet head-on the needs of a changing workforce and provide graduates who are excellently trained for career opportunities.

DIRECTIVE 4: BE INTENTIONAL

Strengthen operations for efficiency and excellence.



OUR COMMITMENTS

Under each Delgado Directive is a list of commitments. These are our commitments to you, our students, employees, business and industry partners, educational institutions and the New Orleans community. They are action items, goals, and aspirations that will guide us in everything we do.

New and ongoing projects will advance the College's commitment to our strategic planning goals. The following pages describe current projects supporting these commitments.



DIRECTIVE 1: BE YOURSELF

Support the strength derived from the unique backgrounds of all members of our College.

We will promote the success, dignity, and worth of each individual by providing a safe and welcoming environment where open inquiry, creative ideas, and experiences enrich lifelong learning.

WE COMMIT TO:

- C1-A Expanding awareness** of the Delgado family to build intellect and empathy among our students, faculty, and staff
- C1-B Improving access** to flexible course options, connectivity, professional development, and student services
- C1-C Promoting timely and targeted information delivery** for new student engagement, support services, academic pathways, and career readiness
- C1-D Fostering student connectedness** through enhanced student life and co-curricular activities

PROJECTS:

First-Year Experience (FYE): This project strives to deliver support, communication, programs, initiatives, and services to increase engagement for new students. It is our belief that the more the student feels that Delgado is committed to them, the more successful they will be.

Modernized New Student Orientation: All new students must participate in orientation where, with the assistance of an advisor, they will identify educational goals, schedule courses for their first semester, and build an academic plan that includes checkpoints and milestones.

Student-Centered Success Programs: Understanding the unique needs of the students we serve, Delgado embraces its student population and invests in programs to support students in their academic pursuits.

The **One Million Degrees** initiative provides intensive academic, financial, personal coaching, and career support to selected students, empowering them to persist, graduate, and thrive in the workforce. This high-impact program will significantly improve student success rates by addressing barriers and fostering a strong culture of achievement.

Delgado's work with **Complete College America** helps provide institutional support to create academic maps, especially for programs offering stackable credentials, presenting students with clear pathways to degree completion.



DIRECTIVE 2: BE SMART

Place student achievement at the forefront of all College initiatives.

We will provide academic opportunity and support services that ensure the highest level of student success.

WE COMMIT TO:

C2-A Providing the highest quality programs and services to reduce barriers for college completion

C2-B Increasing communication and resources for prior learning credit

C2-C Fostering relationships with four-year institutions to enhance articulation and transfer opportunities

C2-D Coordinating and effecting positive change through college-wide assessment and curriculum review to support the College's mission, vision, and strategic planning

C2-E Broadening pathways for career advancement and educational attainment for all

C2-F Advancing instructional technology, professional development, and training to improve teaching and learning

PROJECTS:

Simple Syllabus Integration: Simple Syllabus works to ensure consistency, compliance, and accessibility across all course syllabi—making it easier for faculty to create and update syllabi, for students to find and understand course expectations, and for administrators to track curriculum alignment and transferability to other colleges.

Innovative Curriculum Design: Through extensive external and internal research, data-driven decisions will create new programs and streamline current program offerings. The expanded Curriculum and Program Development Office will organize faculty committees and task forces to ensure programmatic content and outcomes are aligned with industry trends and anticipate changes in the job market.





DIRECTIVE 3: BE SUCCESSFUL

Continue to meet head-on the needs of a changing workforce and provide graduates who are excellently trained for career opportunities.

WE COMMIT TO:

C3-A Growing and fostering strong relationships with industry partners, government entities, and program advisory boards

C3-B Identifying high-growth, high-demand occupations and emerging workforce demands to align with academic and continuing education program outcomes

C3-C Enhancing curricula, course design, and co-curricular activities to focus on ethics, communication, critical thinking, problem solving, and professionalism for career readiness

PROJECTS:

Strengthen Student Career Readiness in High-skill, High-demand Fields: Delgado Community College is expanding its facilities with a new state-of-the-art Culinary, Hospitality, and Workforce building to enhance hands-on learning and meet growing industry demand. This investment will strengthen student career readiness in high-skill, high-demand fields like welding and culinary arts, while supporting regional economic development.

Integrated Credit, Non-Credit, and Dual-Earned Credit System: Delgado anticipates the common currency of credentialing to collapse the artificial barriers between credit and non-credit credentials. We will support the integrated system for credit, non-credit, workforce, and adult basic education to provide easy access for cross-referencing dual-earned credit for academics, workforce, and industry-based certifications.





DIRECTIVE 4: BE INTENTIONAL

Strengthen operations for efficiency and excellence.

WE COMMIT TO:

- C4-A Increasing internal and external communications and marketing** to ensure a robust, engaging dialogue
- C4-B Managing our talent** through recruiting, developing, and retaining employees with engaging and rewarding practices
- C4-C Using data to drive decision-making** to improve institutional effectiveness and to respond to rapidly changing environments
- C4-D Streamlining business practices** and exploring opportunities to ensure solid revenue streams and financial stability
- C4-E Maintaining safe, accessible, aesthetically pleasing facilities** that affirm the College's commitment to innovation and sustainability
- C4-F Implementing responsive technology** that supports the educational experience and modern college processes

PROJECTS:

A Step Closer to Unstoppable: Elevating Delgado's Reach through Strategic Marketing and Unified Messaging: This multi-channel initiative includes targeted digital advertising, geofencing, radio and TV promotions, billboard placement, refreshed campus signage, and internal communications upgrades. Integrated analytics and performance tracking ensure ongoing optimization, measurable outcomes, and sustained engagement across the region.

Technology Updates: Delgado anticipates major overhauls of classroom technology, wireless infrastructure, desktop computers, computer labs, and the telephone and voicemail system.

INVESTING IN THE FUTURE

Delgado Community College is pleased to announce two new additions to our institution that will further advance our mission to become an academic and workforce catalyst in our community.

OCHSNER CENTER FOR NURSING AND ALLIED HEALTH

Delgado is the largest educator of nurses and allied health professionals in Louisiana. In partnership with Ochsner Health, our students now have more opportunities to pursue careers in health care in the state-of-the-art Ochsner Center for Nursing and Allied Health. Together, Delgado and Ochsner will leverage the Center to meet critical workforce demands, provide opportunities for local graduates in high-wage careers, and proactively pursue career development of students.

“Nurses and allied health professionals educated at Delgado now and in years to come will enjoy the many benefits of meaningful careers that improve their own lives and the lives of their families while serving others in a variety of healthcare settings.” – Larissa Littleton-Steib, Chancellor

In addition to RN and LPN programs, the building hosts Radiologic Technologist, Respiratory Therapy, Physical Therapy Assistant, Occupational Therapy Assistant, Surgical Technologist, Medical Laboratory Technologist, and Pharmacy Technologist programs.

GAYLE AND TOM BENSON ATHLETIC COMPLEX

For nearly 50 years, we have worked on and off the field and court to build student-athletes into productive players and active members of our community. Today, we are taking the next step in building our Delgado Dolphin tradition of determination, character, commitment, and excellence as we construct the state-of-the-art Gayle and Tom Benson Athletic Complex.

This project was made possible through generous donations including a pledge of \$1M from the Gayle and Tom Benson Charitable Foundation, and contributions from major donors, community partners, former players, parents, alumni, and friends.

The two-story, 5,000 square foot facility sits adjacent to historic “Rags” Scheuermann Field at Kirsch-Rooney Stadium on the City Park campus. The complex will house the department’s first permanent baseball locker room, a training room to provide sports medicine and treatment for student-athletes, office and equipment storage space, an apparel store, and a study hall and event space.





COMMITTED TO PROGRESS

Delgado Community College has an ongoing commitment to the people of this community and aspirations for continuous improvement. Our four Delgado Directives are reminders of the who, what, how, and why of what we do.



We need to embrace new approaches and initiatives to serve our students, our region, and ourselves. We welcome change. We pursue opportunity. We will provide the finest quality education for the next 100 years.

We plan to drive the achievement of this Strategic Plan by establishing defined objectives and benchmarks to measure outcomes, review, and pivot in a timely manner.

This model of Directives, Commitments, and Projects is structured to maintain long-term ideals while responding to short-term internal and external opportunities.

We will continue to update our progress toward these goals throughout the next five years. This plan is a true “living” document. We look forward to building our future, together, for the next 100 years.

STRATEGIC PLANNING TEAM

The College's Strategic Planning Team works to ensure quality and improvement, alignment of funding with prioritized goals and strategic initiatives, a foundation for documenting a culture of evidence, and the College's ability to meet shifting circumstances and emerging opportunities in the region Delgado serves.

MEMBERSHIP

Executive Officer: Larissa Littleton-Steib, Chancellor

Chair: Elizabeth Duett, Dean, Business/Coordinator, Assessment and Planning

Members:

- Peter Cho, Executive Dean, West Bank Campus
- Maria Cisneros, College Registrar
- Emily Cospers, Dean, Liberal Arts, Social Sciences, and Education
- Theresa Degruy, Assistant to the Vice Chancellor for Academic Affairs/Executive Dean, Sidney Collier Site/Executive Director, Academic Success Initiatives
- Tamika Duplessis, Associate Vice Chancellor for Student Affairs
- Harold Gaspard, Associate Vice Chancellor for Academic Affairs/Dean, Allied Health
- Reginald Marshall, Chief Information Officer
- Elizabeth Shaye Hope, Faculty Senate Representative
- Shawn Loht, Research Manager
- Carla Major, Chief Human Resources Officer
- Timothy Stamm, Vice Chancellor for Academic Affairs/College Provost
- Ronald Russo, Vice Chancellor for Business and Administrative Affairs
- Traci Smothers, Executive Assistant to the Chancellor/Title IX Coordinator
- Arthine Powers, Faculty Representative
- Arlanda Williams, Vice Chancellor for Workforce Development
- SGA Representative

Administrative: Karen Laiche, Policy/Accreditation Specialist



STUDENT APPRECIATION WEEK

We ♥ Our
Students!

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*Delgado is a member of the
Louisiana Community & Technical College System*